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RESOLUTION ON IMPROVING WORK  
 OF CZECHOSLOVAK MACHINE-TRACTOR STATIONS

The Presidium of the Central Committee of the Communist Party of Czechoslovakia and the Government of the Czechoslovak Republic have discovered the following serious inadequacies in the work of STS (Machine-Tractor Stations):

1. The STS plan is not directed primarily toward helping the JZD (Unified Agricultural Cooperatives), and thus the STS do not achieve their primary goal, the timely execution of work on JZD fields.
2. STS workers still do not make full use of the production equipment entrusted to them. Agricultural machines and implements are not fully utilized.
3. The technical condition of tractors is unsatisfactory. Frequently, not even basic maintenance operations are carried out. This is the most serious cause of poor utilization of machines, of their low output, and of the high percentage of expensive repairs.
4. The significance of the tractor brigade as the basic production unit has been underestimated. The needs of the JZD were neglected when tractor brigades were being formed. Consequently, tractor brigades have not yet become firm connecting links between the STS and the JZD.
5. The charges for STS work do not encourage good relationships with the JZD, nor do they arouse the interest of the station in the success of the JZD.
6. The present system of remuneration of STS workers does not encourage tractor operators to achieve the planned goals in agriculture; it does not encourage quality work, and does not contribute to a substantial reduction in time lost.
7. Selection, training, and placing of STS workers does not correspond to rural needs. Frequent transfers of leading STS workers make it impossible for the STS to make full use of their abilities.

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8. Serious inadequacies exist in STS political work. Frequently, party organizations are preoccupied with minor economic problems instead of mobilizing workers to achieve their goals. Frequently, party organizations take over the management of the stations.

The improvement of STS work is considered to be a fundamental goal. STS workers are expected to insure the improvement and stabilization of working morale in stations by their personal examples, to increase and improve mechanical and political skills, and to strive for full utilization of all machines. Therefore, the Presidium of the Central Committee of the Communist Party of Czechoslovakia and the Czechoslovak Government have resolved to execute the following plans:

A. Plans to Aid JZD and Insure Proper Distribution of Machines

To abolish inadequacies in planning, the Ministry of Agriculture, kraj national committees, and STS directors shall:

1. Determine the actual amount of work required on JZD of Types II through IV, in conjunction with JZD production needs.
2. Determine the actual amount of work required for tilling the land administered by national committees, and specify the amount of work required for untilled soil in the border region.
3. Determine the actual amount of work required for Czechoslovak State Farms.
4. Determine the actual amount of work required for lower-type JZD.
5. Determine the number of machines required so that work on JZD can be carried out within proper agronomic time limits.
6. Carry out work for the private sector of agriculture only in the time remaining, and work for the village rich only on request of the local national committee.
7. Consider the plan for work on JZD as fulfilled only if the STS has fulfilled the plan for spring sowing, between-row cultivation, grain harvesting, stubble plowing, fall sowing, and deep plowing within the established agronomic time limits.

To increase the significance of annual production contracts between the STS and the JZD, the okres national committee shall:

1. Register all contracts between the STS and the JZD.
2. Verify fulfillment of all contractual commitments at regular intervals.

All transportation work by STS shall be prohibited, beginning 14 days prior to the start of any seasonal operation (fall, spring, or harvest work), so that the STS will not be distracted from the execution of field work.

In the interest of accomplishing all work for the JZD within agronomic time limits, the Ministry of Agriculture, the chairman of kraj national committees, and the STS directors shall:

1. Carry out the movement and distribution of tractors and implements to krajs, okreses, and brigades, in accordance with the plan goals, so that STS with a large number of JZD in their areas will receive good and efficient tractors for their work. STS should have a homogeneous tractor park with the least possible number of different tractor types.

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2. Conduct a check of STS machines designated as wrecks within 2 months, to put a stop to irresponsible disqualifying of tractors. Commissions set up by the agricultural referent of the kraj national committee, according to directives of the Ministry of Agriculture, will carry out this check. The commissions will determine which machines require repair. Only the Ministry of Agriculture may, upon the suggestion of the kraj national committee, make changes in the basic inventory of STS capital equipment (transfers and writing off of tractors, combines, and tractor-drawn binders as wrecks). In the case of all other machines, consent of the council of the kraj national committee is required.

#### B. Repair and Maintenance

Proper care of STS machines is essential for their full utilization. To reduce the large number of damaged tractors and to raise the quality of repairs, the Ministry of Agriculture, kraj national committees, and STS directors shall:

1. Introduce a thorough system of planned maintenance and repair for maintaining machinery in operating condition.
2. Carry out the various stages of maintenance and repair, according to directives and within the fixed time limits.
3. Keep proper records for every machine in all tractor brigades, noting all maintenance carried out and its cost.
4. Apply the system of personal responsibility of the tractor operator for the machine, attachments, and tools entrusted to him, particularly by:
  - a. Paying bonuses for the maintenance of machines.
  - b. Withholding wages in case tools have been lost or machines damaged through the fault of the operator, the amount of wages withheld to correspond to the amount of damage caused.
5. Entrust tractors only to operators thoroughly acquainted with the performance of the machine and with maintenance rules.
6. Organize mobile workshops for STS where tractor brigades have not been equipped with the tools necessary to enable them to carry out secondary maintenance.
7. Prohibit the use of temporarily disabled tractors as a source of spare parts for other tractors.
8. Improve STS organizational work in such a manner that machine repairs are done primarily by tractor operators. A repair system using specialized working groups (the corps method) should therefore be introduced in all STS.
9. Improve the technology of tractor repairs, particularly by the use of assembly and dismantling tools, and concentrate much more on repairing worn parts in STS repair shop.

#### C. Tractor Brigades and Increased Personal Responsibility of STS Workers

The tractor brigade is the basic STS production unit. The main goal of the tractor brigade is to fulfill the contracts between the STS and the JZD, and to further the economic stability of the JZD by quality workmanship. Brigade leaders are responsible directly to the STS director for the fulfillment of the tractor brigades plan.

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To insure close contact between the tractor brigade and the JZD and to improve the quality of work, the Ministry of Agriculture, the kraj national committees, STS directors, and tractor brigade leaders shall:

1. Insure that the tractor brigade works according to the detailed STS plan. The tractor brigade plan is to be worked out according to the JZD production plans, seasonal plans, and plans for individual tractors, tractor operators, and shifts. The plans shall insure that every tractor operator works on his assigned section and shall prohibit the group assignment of tractor operators to a single section.
2. Encourage all tractor operators to maintain work discipline and to cultivate the correct attitude toward the communal property entrusted to them.
3. To increase personal responsibility for machines, introduce immediately the following principles:
  - a. Tractors, equipment, and tools will be turned over to the tractor brigade leader by the STS technician for the entire field working season, at least 10 days prior to the beginning of work. The tractor brigade leader will sign for machines received and for their condition. He will then bear full responsibility for the condition of the equipment while it is in his brigade.
  - b. Tractors, machines, and tools will be turned over to individual tractor operators in the same manner.
  - c. Tractor operators are personally responsible for machines, equipment, and tools received.
  - d. Tractor operators, tractor brigade leaders, and managers are responsible for the proper consumption of fuel and lubricants.
4. Insure that the principle of personal responsibility and of a single leader is consistently applied in all brigades, and prevent any interference by public officials in the internal direction of an STS brigade.
5. Insure close contact between the tractor brigade and the JZD, and improve the quality of work by:
  - a. Conducting an inspection of the distribution of tractor brigade centers from the viewpoint of JZD needs, so that one tractor brigade will serve two or three JZD. The entire area of arable land serviced is not to exceed 800 to 1,000 hectares. The number of tractors per brigade is to be set in such a way that there will not be more than six to eight tractors to each brigade.
  - b. Setting up a brigade which consists of a leader, a manager, one permanent tractor operator for every tractor, and a second tractor operator (selected from the JZD) for a second shift during spring soil preparation, stubble disking, and fall plowing.
6. Determine exact working circuits for individual tractor brigades. The working circuit is the place of work of the tractor brigade.
7. Simplify the administration of tractor brigades by introducing: a work record for tractor operators, a daily record of tractor operations, a seasonal plan of brigade accomplishments, a daily plan check, and a record of fuel and lubricant consumption.
8. Make the following provisions to save on fuel and to prevent unnecessary travel:

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a. Prohibit unauthorized travel. In case a tractor is used for unauthorized travel, the operator must make good double the value of fuel used.

b. Insure the brigade manager keeps a record of the performance and consumption of fuel by every tractor during every shift.

9. Develop competition among individual tractor operators in the brigade and among individual brigades according to previously established directives and principles.

10. Improve and insure constant and close liaison between tractor brigades and the JZD, by increasing the organization central councils. Members of central councils are local national committee representatives, tractor brigade leaders, JZD chairmen, or leaders of field groups for which the brigade works.

11. Expand and strengthen STS councils to consist of the STS director, the chairmen of all JZD serviced by the STS, the deputy director for political work, the chief agronomist, the machine technician, and the okres national committee agronomist, to insure scrutiny of STS operations and improve STS-JZD cooperation. Organize the activity of the STS council so that it will become the basic STS control organ and will recommend revisions of the STS work plan according to actual JZD needs.

The STS council must help machine stations to find tractor operators from the ranks of JZD members, particularly tractor operators for the second shift in seasonal work.

#### D. Increasing Per-Hectare Yields and Utilization of Machines

To increase per-hectare yields in JZD fields, and to insure full utilization of agricultural machines, the Ministry of Agriculture, the kraj national committees, and STS directors shall:

1. Organize STS agricultural service for the JZD so that the field work plan is carried out according to the most modern agronomic principles and within the proper agronomic time limits.

2. Enlist the aid of STS agriculturalists in preparing annual JZD production plans and individual seasonal plans, and in breaking them down for individual working groups.

3. Distribute weekly orders to sector agronomists and brigades, complete with agronomic data such as the depth of the furrow to be plowed, the direction of tilling, the quantity of seed, the depth of the sowing, work deadlines, etc. These directives are to be recorded as binding in the workbooks of tractor operators. The person having the work performed (the JZD chairman or the field group leader) will certify that these directives were followed.

4. Improve cooperation between agronomists of the okres national committees and of the STS. For this purpose regular meetings of agronomists are to be organized, and okres national committee agronomists are to be assigned to check the quality of tractor work performed by the STS.

5. Introduce two shifts where regulations permit to shorten time limits and to insure full utilization of machinery. The night-shift norm is to be reduced by 15 per cent in view of more difficult working conditions. A 10-hour work shift is to be introduced for peak work periods.

6. Encourage the use of several trail-behind machines in order to utilize fully all available traction power and to reduce working time.

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RESTRICTEDE. Wages and Salaries

To increase the productivity of tractor and combine operators and their helpers, to reduce the present excessive time losses and the failure of existing production norms to cover all aspects of work, and to interest these workers materially in fulfilling and exceeding their goals, shift norms shall be introduced to replace the present production norms. A shift norm will include time necessary for traveling to and from work and time for daily maintenance of machinery.

Remuneration for field work by the hour shall be prohibited.

Bonuses for exceeding shift norms will be introduced. The worker will receive the usual wage for fulfilling the shift norm. The rate of pay for work performed in excess of the shift norm will be raised by 50 per cent. This bonus may be paid provided the worker meets at least 12 shift norms within 14 calendar days, i.e., within one pay period. Tractor and combine operators, their helpers, and threshing machine operators shall receive bonus payments only when doing field work or threshing.

The introduction of the shift-norm and bonus systems of payment in field work obviates overtime payment.

The wage and piecework rates of tractor and combine operators and of their helpers will be raised by 10 percent in STS centers where living conditions are usually adverse. The difficulty of these conditions shall be determined by the Ministry of Agriculture.

Bonuses for tractor operators and key STS employees will be introduced to make operations more efficient, utilize available machinery, and save fuel.

Tractor-brigade leaders and managers will become interested in plan fulfillment, in improving the condition of machinery, and in saving fuel because of adjustments of their salaries and the introduction of bonuses. Key STS employees also will become interested in fulfilling the plan and in more efficient management because of adjustments in their salaries and bonuses.

The Ministry of Agriculture shall publish directives containing the regulations on remuneration and bonuses for STS employees.

Tractor operators doing field work, shall be required to take a driving test and must demonstrate a knowledge of servicing procedures.

Should field work be carried out negligently, the tractor operator must rectify it. No wages will be paid for such work. Should another tractor operator have to rectify errors or perform additional work, the original tractor operator will be billed for the wages paid for the additional labor.

Should the tractor operator work so negligently that his work is not acceptable (for example, if he does not maintain constant depth in plowing or covering seeds, or if other serious faults are discovered), no wages will be paid for such work.

F. Wages of Tractor Operators and JZD Members

Wherever conditions are suitable (such as in okreses having a large number of JZD, or where tractor operators have been recruited from the ranks of JZD members), it is recommended that tractor brigade workers, particularly tractor operators, be paid according to work units, after agreement with cooperative members.

Tractor brigade workers who are JZD members and who are paid according to units of work are subject to orders of the STS director.

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In cases where the tractor operator works in more than one JZD, he will be paid in each JZD according to the number of units worked, at the rate paid in the particular cooperative.

Tractor operators who are JZD members shall be eligible for all efficiency bonuses for tractor operators. These are to be paid by the STS management in the same manner as to all other tractor operators.

The STS shall pay tractor operators a guaranteed minimum of 50 crown per work unit. The sum paid to tractor operators by cooperatives will be reduced by this amount. It is recommended that tractor operators be paid for a minimum of 2 to 2.5 working units per shift-norm completed on a wheel-type tractor, and 2.5 to 3 units per shift-norm completed on a caterpillar tractor.

The charge for STS work will be reduced by 60 percent of the usual piece-work rate for JZD which pay tractor operators according to work units.

Tractor operators may receive payment according to work units for other than agricultural work. When employed on planned maintenance or repair, they shall be paid by the STS the same as regular tractor operators.

#### G. Price Adjustment for STS Work

Owing to considerably changed conditions in villages and the great development of higher-type JZD where HTUP (hospodarsko-technicka uprava pudy, economic-technical soil preparation) has been carried out and where the actual cost for tilling one hectare is considerably lower than the cost for tilling one hectare in the private sector, different price lists are being introduced for the socialist and private sectors.

The Ministry of Agriculture, kraj national committees, and STS directors shall apply new prices accurately and under no circumstances allow an increase because of difficult working conditions.

#### H. Improvement in STS Personnel Work

Increased in the productivity and quality of STS work require an increase in specialized and political skills and better care for STS workers.

The Ministry of Agriculture, the kraj national committees, and STS directors shall, therefore:

1. Purge the STS, by 31 May 1952, of village rich and their sons, and of any capitalist or enemy elements which have found their way into the STS as agronomists, machine technicians, tractor-brigade leaders, repair-shop managers, or tractor operators. All STS workers shall be thoroughly checked concerning their attitude toward the People's Democratic Republic, their political maturity, and their specialized skills. All enemy elements must be dismissed and a new distribution of personnel made. At the same time, the increased needs of the STS in the border region must be borne in mind. Responsible STS positions must be filled by technically competent persons who are devoted to the republic.
2. Seek new workers from the ranks of JZD members, to form the main cadres of tractor operators, managers, and brigade leaders, to increase the strength of the STS.
3. Assure that directors and their political deputies are hired and dismissed by the Minister of Agriculture, to prevent a high turnover of responsible personnel. The kraj national committee agricultural referent will hire and dismiss chief agronomists and chief technicians.

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4. Improve the social and cultural welfare of tractor operators by:

- a. Insuring an improvement in the living conditions of tractor operators in tractor brigade centers, by the end of 1952.
- b. Insuring, by means of contracts, the feeding of tractor brigade members in JZD cooperative kitchens or on state farms, and insuring, if possible, the delivery of midday meals to tractor operators in the fields.
- c. Insuring the creation of Red Corners (rude koutky), in tractor brigade centers, by the end of 1952.
- d. Providing for the health of the workers -- mounting protective cabins on all tractors, and beginning regular medical check-ups of all tractor operators.

STS directors shall be held personally responsible for providing good living conditions and food for all tractor operators, and for creating favorable conditions for the work and the cultural life in all tractor brigade centers. Local national committees in obecs having tractor brigade centers shall help as much as possible.

5. Devote more attention to the selection of workers for schools and training courses, sending the best and most capable workers.

6. Insure proper utilization of graduates from schools and training courses and aid them in every respect to become permanent assets to STS.

I. STS Deputy Directors

The task of deputy directors for political work is to insure the execution of all tasks required by the Communist Party and government by means of political and educational work among STS workers.

Deputy directors shall particularly:

1. Mobilize all STS workers to fulfill and exceed their daily assignments, with the aid of CSM (Ceskoslovenska Mladez, Czechoslovak Youth) and ROH (Revolucni Odborove Hnutí, Revolutionary Trade-Union Movement) organizational groups. Socialist competition must be expanded, the best workers publicized, and their working methods disseminated. Utilize and apply Soviet MTS experience. Strive for consistent fulfillment of JZD contracts and their timely completion, quality work in the field, maintenance and repair of machinery, and good management of machine stations. Help every worker to become a good manager at his place of work. Expose and fight the negligent handling of machinery and tools, and constantly apply the principle of personal responsibility for STS property and work done.

2. Provide for good relations between the STS and the JZD by mutually fulfilling contractual commitments. See that inadequacies in STS and JZD work are not hidden. Guide STS workers to carry out political work in the JZD, as well as help the JZD to unmask and purge the village rich, and plan and organize their work. Advise on just methods of remunerating JZD members. Help all STS workers understand that the best help for the JZD is timely and high-quality work, and that good crops on fields which they till are their responsibility.

3. Pay more attention to education and to the political and technical development of all STS employees. Devote most of their time to personal persuasion of workers at their working places in the brigades. Assist mass organizations (the ROH and particularly the CSM), in training their members. Help STS directors in selecting and distributing personnel.

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4. End the present harmful practice of interfering in the jurisdiction of the directors. Foster the principle of a single responsible leader by all possible means, support the authority of the directors, and insure fulfillment of their orders.

5. Insure the attainment of all goals, in close cooperation with the party organization. Aid factory party organizations to improve organizational and mass political work and train members.

Deputy directors do not have the right to direct party organizations and may not make independent decisions on party problems.

To reduce to a minimum the mistakes which the majority of deputy directors for political work have been making by interfering in the jurisdiction of the okras party committee, deputy directors shall no longer serve as secretaries of the local party organization in the STS.

J. Direction and Aid to Deputy Directors

Deputy directors are STS workers who are entrusted with the execution and organization of political work. They are directly under STS directors, who, however, do not assign them operational or technical tasks.

Deputy directors within a kraj are directed and aided by the kraj national committee agricultural referent. The task of this referent is to supply material for the political work of deputy directors, insure an exchange of experience, and take care of their training.

K. Party and Mass Political Work

STS workers must do mass political and organizational work in the villages in addition to good field work. Tractor operators as well as other STS workers must become the most active and the most successful carriers of propaganda and organizers of socialist large-scale cooperative agricultural production.

All STS party organizations shall:

1. Mobilize all workers to fulfill and exceed spring, harvest, and fall work plans, to carry out high-quality field work, and to fulfill consistently contractual commitments with JZD within established agronomic time limits. Systematically examine plan fulfillment at committee and membership meetings, primarily from the standpoint of how the party organization and its members (Communists directing the STS, and Communists in the CSM and ROH groups) are insuring the achievement of these goals.

Unceasingly persuade every worker of the great significance of good work in STS toward building socialism in the villages, convince them of the correctness of all party and government decrees, and explain all questions of domestic and foreign policy, particularly the problem of the fight for peace.

2. Lead the way in applying all provisions of this decree and consistently fight for their realization. Apply the new production norms, explain their importance to all workers in the STS, and strive to exceed them; develop socialist competition and raise its quality, particularly among tractor and combine operators.

Show perseverance in applying the newly determined principles of remuneration, and explain that bonuses will be paid for higher production, for care of machinery, and for fuel savings.

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Soviet experience and Soviet MIS working methods must be applied on the widest possible scale, as well as the experience of the best tractor operators and brigade members. Communists must receive guidance in order to set an example of achievement of goals through self-sacrificing work.

3. Make sure that the following new order prevails in the STS:

a. See that personal responsibility and political and labor discipline are maintained. Support and strengthen the authority of responsible workers, directors, agronomists, machine technicians, repair-shop managers, and brigade leaders. Combat negligent and criminal handling of machines and guide STS management workers in insuring unconditional maintenance of safety regulations to reduce accidents and damage to machines in the STS.

b. Strive for the full utilization of machinery by means of good maintenance, by observing working hours, and by working in two shifts. Make sure that favorable weather is utilized to the limit for the execution of work within the proper agronomic time limits, so that high yields per hectare will be achieved.

c. Persevere in carrying out a consistent purge to rid the STS of class enemies and to exclude these enemies from party organizations wherever they have managed to creep in. Prevent the penetration of enemy elements into the STS. STS workers must be trained to be on guard against sabotage by the class enemy. They must guard and protect socialist property and constantly improve the attitude of workers toward collective socialist ownership, by means of education.

4. Contribute toward the constant strengthening of relations between the STS and the JZD. All workers in the STS must participate in political activities and agitation among JZD members and small and middle farmers. In addition to doing good field work, they shall assist in unmasking the village rich, systematically convince small and middle farmers of the advantages of mutual cooperative large-scale production, and recruit more members for JZD.

5. Aid the station management in selecting workers, and see that only workers devoted to the People's Democratic Republic are accepted. Pay attention to the proper placing of STS workers and suggest to the director the placing of Communists in the most important positions, particularly in brigades. They must wage a struggle against high labor turnover among STS personnel.

6. Transfer the focal point of training and of mass political work directly to the brigade, to insure constant contact with nonmembers of the party and to recruit them for the achievement of all objectives. One permanent agitator should be appointed in every brigade; he should be selected from the best party members. Should there be no Communist in the brigade, the agitator should be selected from CSM or ROH members.

7. Substantially improve CSM group work in the STS. Aim primarily toward the political and technical training of members, and toward recruiting them for the achievement of objectives. The work of ROH local groups and that in local councils is also to be improved, and good organization and development of socialist competition are to be aided by Communists. The political and technical level of all STS workers is to be raised systematically by means of training, particularly in labor schools. Attention is to be devoted to good management and to production efficiency.

8. Improve and expand party life in every way, and make sure that meetings are always well prepared so that they will become true schools of Bolshevik training. Party members must be assigned important party tasks and adopt resolutions at meetings which will be binding for every member present.

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Pay much more attention to the problem of ideological training, and to insuring that the RSS (Year of Party Training) attain a high level. As every member must be given an opportunity to attend training, it shall be organized in tractor brigades. A constant check must be made on the progress of the RSS.

Party members who are capable of further development are to be carefully selected and assigned to courses and schools.

Party organizations within the STS are to be strengthened by accepting the best workers into the party. New members shall be recruited from the most politically mature CSM and ROH members, particularly tractor operators.

The okres party committees shall:

a. Improve present methods of managing party organization work within STS by giving instruction regularly. Appoint as instructor the agricultural secretary of the okres party committee, or some other member of the presidium of this committee.

b. In obecs having tractor brigades, insure that party organizations take over the political sponsorship of tractor brigades and that they help and guide Communists in brigades to achieve their goals. Make sure, with the aid of Communists in national committees, that these committees in obecs having tractor brigade centers efficiently help the directors of STS to provide good living conditions and food for all tractor operators. They shall also help to create favorable working conditions as well as favorable cultural life.

c. Discuss the work of the STS local organization at meetings of the okres party committee and at plenary meetings, and make provisions for improvement. Send good teachers to the STS to help train personnel, guide the organization in holding cultural events, particularly for brigades; and send their own referents and officials to them.

d. Teach responsible workers in the STS and in the people's administration to help improve STS work. Direct Communist work in the okres committees of the CSM and in the okres ROH councils to help their organizations in the STS.

e. See that regular STS council meetings are held and make sure that these become the occasion for self-criticism and exchange of experience between the STS and the JZD.

All party organs are to discuss this decree at their next meeting, evaluate their present work in this field, and make specific provisions for the achievement of STS goals. Communists in the CSM and the ROH will insure that this decree is similarly discussed and the achievement of goals insured in their respective organizations.

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